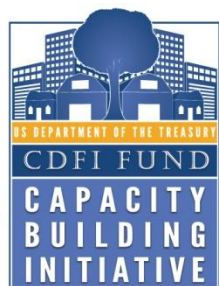




Financing Healthy Food Options

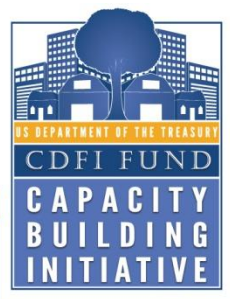
Program Design and Impact Measurement

February 23, 2012



Introduction

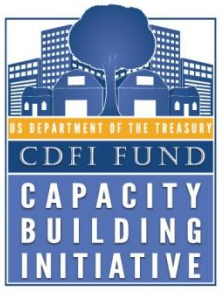
- CDFI Fund's Capacity Building Initiative
 - Financing Healthy Food Options
 - Workshops
 - Technical Assistance – individual and group
 - Resource Bank



Today's Webinar Topic

Program Design and Social Impact Metrics

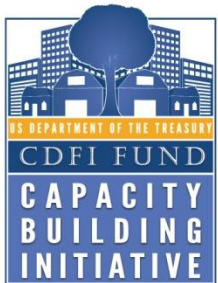
- Why?
 - Building blocks of successful healthy foods program
 - How to define impact
 - What data to collect from the start to measure impact



Presenters



Christina Szczepanski
The Reinvestment Fund
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Presenters

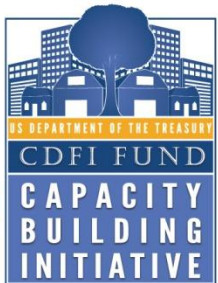


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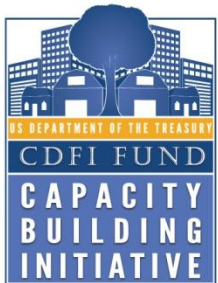
Presenters



Allison Karpyn, PhD

Director, Research and Evaluation
The Food Trust

Akarpyn@thefoodtrust.org

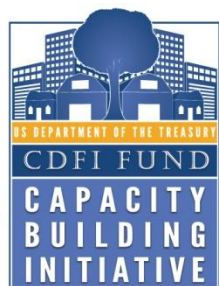




Financing Healthy Food Options

Program Design and Impact Measurement

February 23, 2012



Agenda

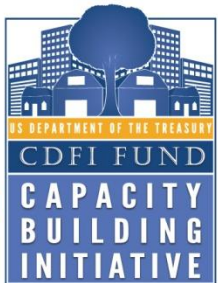
1. Introduction

2. Program Design

- Getting Started
- Products
- Process
- Management
- Q & A

3. Impact Measurement

- Getting Started
- What questions can I answer with the basic data?
- Applied Analytics
- Data Management
- Q & A



TRF Outcomes

33,741 charter
school seats

4.1 million MWh
of clean energy

19,490 homes

9.2 million sq. ft
of commercial
space

50,071 jobs

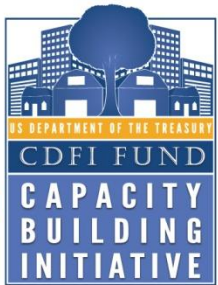
Program Design: Where to start?

Capital Sources

- Requirements
- Constraints
- Goals (Priorities)



Potential Sources:
State and/or Municipal Bonds
Foundation Investment (PRI, MRI)
Existing federal programs (CDBG)
New or future federal programs (HFFI)
CDFI Fund Financial Assistance
CDFI's own core loan funds



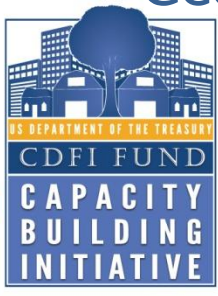
Capital Sources Shape Program Design

- Funder Requirements
 - Davis-Bacon, Prevailing Wage
 - DBE / Equal Opportunity
 - Geographic
- Funder Constraints
 - Pricing
 - Terms
 - Uses
- Funder Goals (Priorities)
 - Geographic diversity

Questions to Think About:

Which funder R/C/G's should my firm be explicit about in program materials?

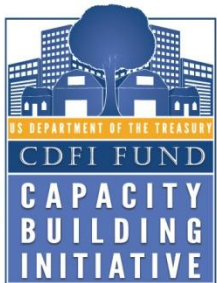
How can we accommodate multiple funders' R/C/G's with our program design?



Program Design: Products

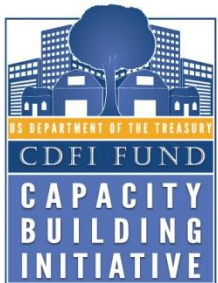
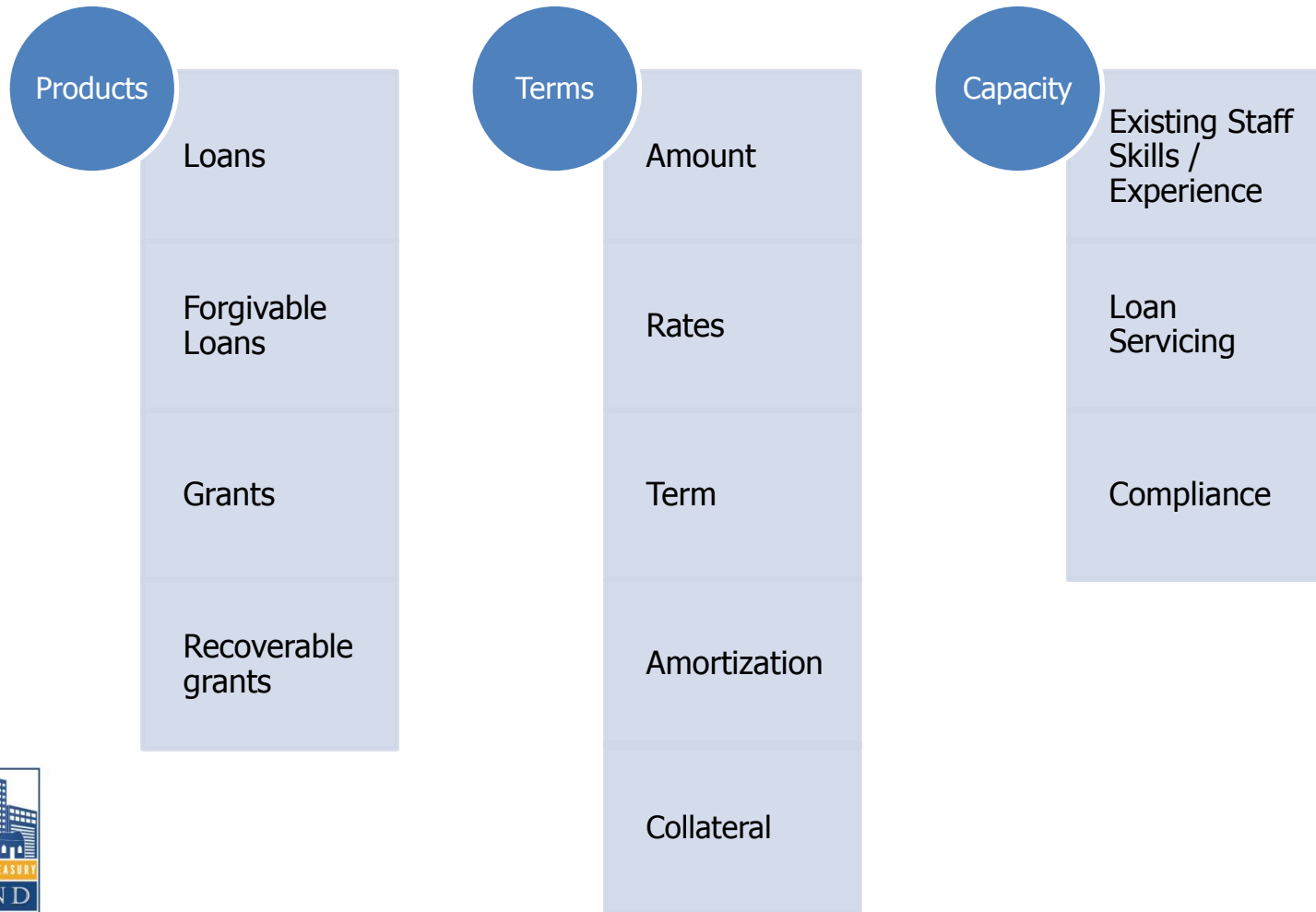
**When designing a program
Always keep the CUSTOMER in
mind!**

Design products that meet your
target customers' needs



Program Design: Products

Working within your funder R/C/G framework...



Program Design: Process

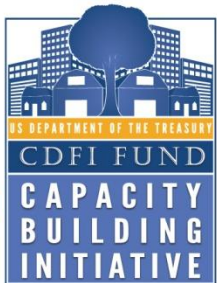
Management – Process, Data

Outreach

Eligibility

Approvals

Disbursements



When designing a program, keep in mind what capacity your firm has or plans to acquire to carry out each of these activities.

Program Design: Key Process Questions

Outreach

- Target or priority areas?
- In-house or add capacity? Food access organization or similar?

Eligibility

- Pre-application or eligibility application? Financing app.? Both? RFP?
- Based on Income? Underserved? Need?
- Rolling basis? Prioritize? Combination of both?

Approvals

- Use existing loan approval process and/or grant approval process?
- Add expertise to loan committee? Establish a separate committee with industry experts?

Disbursements

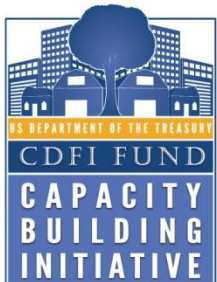
- Grants – acceptable backup?

Management

Have a clear, defined process.

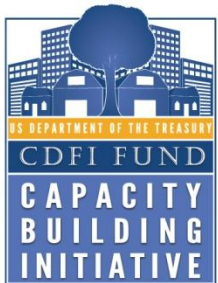
File management!

All staff should use same criteria, definitions for data, etc.



Program Design

Q & A



Impact Measurement: Getting Started

What data or *impact metrics* should we collect?

Jobs created or preserved; Square feet perishable foods existing, created; business type, address...

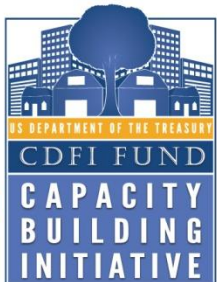
Let's go to the spreadsheet.

When and how should we collect the data?

Up front! In the Pre-Application, Application
Get more during the underwriting, evaluation process

Who should we collect data from?

Everyone! That is, all applicants, eligible or not.



What ??'s can we answer with basic data?

What is the most common reason an applicant was not eligible?

Number of existing stores vs. new stores?

Independents vs. chain stores?

Total # of applicants?

Number of jobs created or preserved?

Number of construction jobs created?

Amount of square feet dedicated to perishable foods created?

What % of projects were financed in NMTC eligible locations?

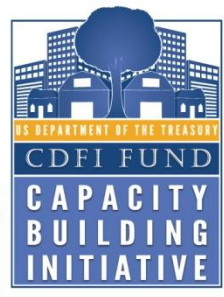
% of and \$ amount of projects financed in urban areas?

How many projects were funded in Congressman X's district?

Min/Max loan size financed?

Are most stores independently owned or a part of a chain?

What % of projects financed were located in low-income or very low-income areas?

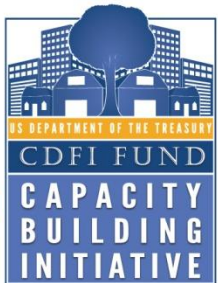


Number of existing stores vs. new stores?

Square feet created or renovated?

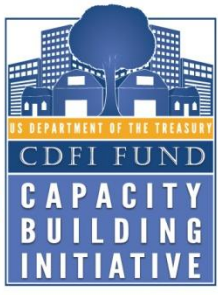
Applied Analytics – Beyond Basic Data ??’s

- Use basic data gathered to analyze your own firm’s performance:
 - Efficiency, Time
 - Breadth of outreach (geography, customer type, etc.)
 - Leveraging other funds
- Deep dive evaluation and/or research studies:
 - Economic impact studies
 - Health impact research



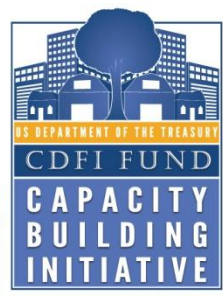
Data Management

- Importance of definitions
 - Dates, Gross vs. Selling square footage, etc.
- One master spreadsheet, database
 - Limit the number of “cooks”
- Consistency
 - Reports, Frequency
 - Terminology used



Impact Measurement

Q & A



Contact Information

The Reinvestment Fund

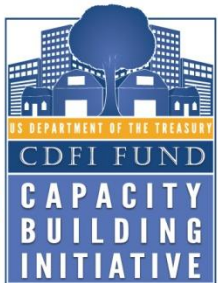
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The Food Trust

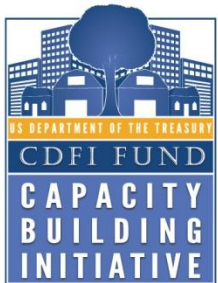
Allison Karpyn, PhD

Akarpyn@thefoodtrust.org





Additional Resources



Financing Healthy Food Options Resource Bank

http://www.cdfifund.gov/what_we_do/FinancingHealthyFoodOptionsResourceBank.asp



The screenshot shows a web browser window with the URL www.cdfifund.gov/what_we_do/FinancingHealthyFoodOptionsResourceBank.asp. The page features a navigation menu on the left with links: WHO WE ARE, WHAT WE DO, IMPACT WE MAKE, NEWS & EVENTS, and HOW TO APPLY. The main content area is titled "COMMUNITY DEVELOPMENT FINANCIAL INSTITUTIONS FUND" and "UNITED STATES DEPARTMENT OF THE TREASURY". Below this, the section "Financing Healthy Food Options Resource Bank" is displayed. It includes three main categories: I. Training Curriculum, II. Financial Resources Catalogue, and III. Food Desert Mapping Tools. Each category lists several resources with hyperlinks. A disclaimer at the bottom states that the documents were funded by the CDFI Fund under Contract TPD-CDF-10-C-0006, Task Order 0001, and that the curriculum and opinions expressed are those of the authors. The page was last updated/reviewed on 12/07/11.

COMMUNITY DEVELOPMENT FINANCIAL INSTITUTIONS FUND
UNITED STATES DEPARTMENT OF THE TREASURY

Financing Healthy Food Options Resource Bank

I. Training Curriculum

- Food Systems Overview
- Healthy Food Retail Financing
- Financial Services for Mid-Tier Food Chain Enterprises
- NMTC & Urban Supermarkets
- Understanding the Grocery Industry
- Underwriting Supermarkets & Grocery Stores
- Mid-Tier Food Chain Enterprises Overview & Underwriting
- Capitalizing Healthy Food Retail Initiatives
- Identifying Optimal Areas for Supermarket Development

II. Financial Resources Catalogue

- Financial Resources Catalogue

III. Food Desert Mapping Tools

- USDA Food Desert Locator
- Policy Map

These documents were funded by the CDFI Fund, under Contract TPD-CDF-10-C-0006, Task Order 0001. The curriculum and opinions expressed in these documents are those of the authors, who are solely responsible for the content, and do not reflect the opinions of the CDFI Fund or any other person, entity, or organization.

Last updated/reviewed: 12/07/11



Upcoming Workshops & TA Webinars

Workshops:

Mid-Tier Food Chain Enterprises

Los Angeles, California

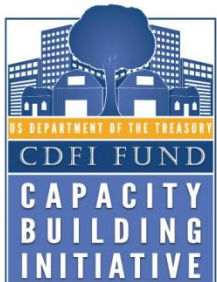
February 27th and 28th

Farms & Food Production

Durham, North Carolina

March 12th and 13th

[Link](#) to Training Information & Registration



Upcoming Workshops & TA Webinars

TA Webinars:

Green for Greens: Finding the Funding for Healthy Food Retail

•March 15, 1pm ET

Using LSA Analysis in your Target Market

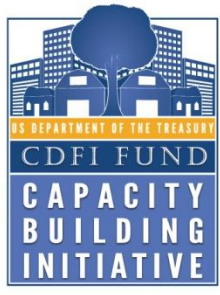
•March 19, 1pm ET

Understanding SNAP & WIC as Sources of Revenue for Food Retailers

•March 29, 1pm ET

STAY TUNED FOR MORE WEBINARS IN APRIL!

Click [here](#) to register for one or all of the TA webinars



Contact Information

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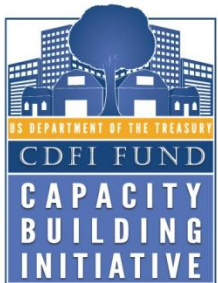
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Financing Healthy Food Options

Program Design and Impact Measurement

February 23, 2012

